ENTRi
EUROPE'S NEW TRAINING INITIATIVE FOR CIVILIAN CRISIS MANAGEMENT

Course Concept*
for the
SPECIALISATION COURSE ON:

MISSION MANAGEMENT, ADMINISTRATION & SUPPORT (MAS)

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I. INTRODUCTION

All large international organisations, be it the UN, the OSCE or the EU, have experienced their share of problems in attempting to plan, set-up and support field operations, particularly with regard to a rapid deployment of administration and logistics support resources. Mission personnel that cannot be effectively supported within a very short time of arrival in theatre will find it difficult to carry out its mandate effectively. Moreover, sustainable management of field operations is key to improving the motivation and efficiency of all staff.

The European Union has faced numerous challenges with its own organizational changes and restructuring in the context of the Treaty of Lisbon. Hence, a consolidated EU policy with regard to mission administration and support (internal bookkeeping, common procedures, consistent terminology, independent training divisions, data collection from the missions etc.) is still under construction.

The concept of the Mission Administration Course is based on the curriculum of a 12 days training course developed by the German Center for International Peace Operations (ZIF) within the frame of the EU Project on Training for Civilian Aspects of Crisis Management.
MAS courses conducted in the past aimed at enhancing the administration and support capabilities of mission personnel by providing a general overview from the managerial perspectives. The audience was mixed in terms of professional background and experience.

Due to the very broad scope of subjects and variety of professional backgrounds the course did not provide sufficient practical tools for the highly specialised functions such as financial management or procurement.
Moreover the course duration of 12 days proved to be impractical with regard to availability of participants and resource persons, particularly from field missions and HQ level.
The revised course concept addresses the need for highly specialised training modules by dividing the group of participants according to their expertises in the second half of the training.

Accordingly, the five day course is now split into a general part, addressing the entire group and three specialised parts providing in-depth knowledge on "Logistics and Support", "Human Resources Management" and "Finance & Budgeting".

The overall goal of this course is to provide training for a heterogeneous group of administration and support staff that would be pre-qualified and ideally on stand-by for short-notice deployment.

II. TARGET GROUP

Taking into account the different categories of staff involved in mission administration and support, the course will address not only technical and administrative experts but also middle management staff. The target group will comprise of HQ and mission staff as well as experts in the process of deployment to civilian crisis management operations.

III. OVERALL OBJECTIVES

The overall objective of the Mission Administration and Support Course is to provide its participants with in-depth knowledge and skills needed to plan, set up and run small and larger-scale field missions.

In addition, the course shall contribute to the creation of a similar management culture among future mission members who have different professional, organisational and cultural backgrounds, and a sense of common identity and purpose for EU mission support.

The course will consist of four main modules divided into different subject areas, aiming at increasing future mission personnel's operational awareness and handling of:

a) the planning of a field operation/mission
b) the set-up and implementation of field missions
c) a sustainable and efficient support and management of field missions.

Due to the large number of training subjects and depending on the availability of resource persons/trainers, not all learning objectives can be adequately adressed.
Therefore,the learning objectives of each subject are marked as either essential or desirable. Essential learning objectives will be used as basis for the certification process.

The methodology is participatory and will include case studies, scenarios, group discussion and exercises as well as preparatory pre-reading. It is foreseen that staff from existing EU field mission will be available as resource persons. Moreover, the methodology encourages the creation of new knowledge and skills through the interaction that takes place between participants with diverse experience, professional skills, and national backgrounds.

The objectives of the modules are for participants to:

- Understand key aspects of the EU mission administration and support system from which they must perform specific functions;
- Know the EU guidelines for performing daily tasks;
- Recognise roles and responsibilities of partners in the field both within and outside the EU system, thus facilitating co-operation among different international organizations.

IV. GENERAL BACKGROUND

The underlying concept of this course is the understanding that an efficient mission administration and support is key to the successful implementation of a mission mandate. Without proper support, mission structures in the field may collapse and working power/resources are wasted trying to improvise with makeshift solutions.

There is an abundance of relevant knowledge and experiences accumulated in the United Nations, the OSCE and the EU, as a result of these organisations involvement in previous field missions. Therefore, this course will be based on the lessons learned from these organisations.

V. MODULES AND SUBJECT AREAS

1. Introduction to Peace Operations

Contemporary peace operations are increasingly complex. They are primarily concerned with intra-state conflict and are conducted in every phase of the conflict spectrum. As nations move beyond a state of violent conflict, there are unique opportunities to transform their social structures to support sustainable peace. The international community can contribute to this outcome at many levels, from stabilization, security, and humanitarian relief operations to assistance in rebuilding the fabric of society. The effectiveness of these operations is dependent on close cooperation between international military, civilian, and police organizations and all elements of the host nation.

Working under these conditions presents a high degree of risk. The effects of violence may still be present, and operations are sometimes deployed into situations where there is no peace to keep. As a result, international agencies emphasize the importance of education and training for their personnel. The United Nations Panel on Peace Operations refers to "the imperative to set and adhere to a high standard of competence and integrity for both Headquarters and field personnel, who must be provided the training and support necessary to do their jobs and to progress in their careers…"

The tasks that international organizations are expected to carry out require competent, well-trained staff from many professional disciplines. However, the knowledge and skills required are different than those that personnel would receive in their traditional professional training. Rather, they respond to the demands of complex and potentially dangerous field environments.

This module will focus on the role and activities of the EU in the field of international crisis management. It will moreover elaborate the roles, mandates, tasks, and capabilities of the other principal players within the context of a complex peace operation. These include agencies of the United Nations, OSCE, governmental and non-governmental organizations, the military, police and the media.

Subject Areas and Contents

Subject 1: Development of International Crisis Management – An Overview

- Concepts and Strategies for Conflict Prevention and Peace-keeping **(essential)**
- Civilian crisis management in the context of international crisis intervention **(essential)**
- The Legal Frame: Establishing a Mission Mandate **(desireable)**
- Exit Strategies and the concept of "sustainability" **(desireable)**

Subject 2: Civilian Crisis Management of the EU

- EU approach towards conflict prevention and crisis management **(essential)**

- Priority areas in civilian crisis management: police, rule of law, civilian administration and civil protection **(desireable)**
- Organisational Structure and Decision-making Processes in the EU **(essential)**

Subject 3: Partners on the Ground

- Field activities of the UN and OSCE and other IOs **(essential)**
- Governmental and non-governmental organisations **(essential)**
- Civil-military co-operation **(essential)**
- The role of the police in international peace operations **(desireable)**

2. Setting up a Field Mission

Before a mission is eventually set up in the field, a intensive planning and preparation phase both on political and logistical level has paved the ground for the deployment.

This module will focus on the activities of the pre-deployment phase, covering the process from the establishment of a mandate and early planning stages to fact-finding missions and advance teams that need to be deployed prior to the arrival of the mission itself.

In this phase, vital decisions need to be taken that will influence the future mission's day to day operations in the field. The preparatory groundwork of an advance fact-finding mission will help to determine how a mission should be structured according to the needs and conditions on the ground, i.e. identifying a field structure that is suitable for effectively covering huge mission area or taking into account specific security concerns.

Once the preparatory work is completed, the mission can be deployed. The logistical and administrative challenges and obstacles that have to be overcome in such a massive operation are looked into in the third part of this module.

Subject Areas and Contents

Subject 1: Planning a Field Mission

- Bringing the mandate to life: Executive versus non-executive/monitoring functions **(essential)**
- Concepts of Organisational Development for Field Missions **(essential)**
- Centralization versus Decentralization - Establishment of a suitable Field Structure **(essential)**

Subject 2: Fact-finding missions and Advance Teams

- Establishing working relationship with local authorities **(essential)**
- Performance of security and capacity assessments **(essential)**
- Search for mission premises and setting-up the infrastructure **(desireable)**

- Identification of partners on the ground **(essential)**

Subject 3: The Deployment Phase

- Starting on the right leg – Lessons learned from previous mission deployments of the EU, UN and OSCE **(essential)**
- Rapid deployment versus gradual build-up **(essential)**
- Establishment of Headquarters and field offices **(essential)**
- Identifying the bottlenecks

3. MISSION ADMINISTRATION

This module will focus on the activities of the Mission Administration units dealing with human resources and financial management. Moreover, it will analyse decision-making processes on the senior and mid management level and elaborate the importance of a functioning chain of command in a field mission.

Participants will be provided with tools to develop formats, procedures, guidelines and policies in support of mission administration and activities of the respective units. The subjects will provide an in-depth view on the day-to-day administration and management of a field mission, based on experiences of previous or current EU, OSCE and UN.

Subject Areas and Contents

Subject 1: Human Resources – Recruitment and Staffing of Missions

- Implementation of EU recruitment policies and procedures **(essential)**
- Recruitment based on secondment **(essential)**
- Set-up and maintenance of staffing tables **(essential)**
- Contracting international and national staff **(essential)**
- Short-term contracts/hiring consultants **(essential)**
- Maintenance of the classification system for contracted posts in the Mission (**desireable**)

Subject 2: Human Resources – Management of International and National Staff

- Management and supervision of staff **(essential)**
- Development of internal Mission procedures related to human resources management **(essential)**
- Administration of staff performance evaluation system **(essential)**
- Code of Conduct & Disciplinary Cases **(essential)**
- Mediation tools and mechanisms (**desireable**)

Subject 3: Staff Training

- Development of programmes, training seminars/workshops and other training activities aimed at improving the performance of international and national mission staff **(essential)**
- Preparation of training materials **(desireable)**
- Delivery of training courses both at HQ and field level **(desireable)**
- Identification of and collaboration with partner organisations and training institutions **(essential)**
- Performance of training needs assessment **(essential)**

Subject 4: Financial Management and Budgeting

- Implementation of EU financial regulations and procedures **(essential)**
- Management of financial mission resources **(essential)**
- Preparation, review and implementation of budgets **(essential)**
- Per diems/Daily Allowances and Preparation of Payrolls **(essential)**
- Contracting **(essential)**
- Auditing **(essential)**
- Working in unsafe environments with no functioning banking systems **(essential)**

Subject 5: Management Functions and Leadership Skills

- Decision-making processes on senior and mid management level **(essential)**
- Establishing and enforcing a Chain of Command **(essential)**
- Standard Operational Procedures and information flow **(essential)**
- Leadership skills and staff motivation **(essential)**

Subject 6: Press and Public Information

- Establishment and maintenance of relations with national and international media **(essential)**
- The Role of the Spokesperson **(essential)**
- Development of public relations strategies, i.e. campaigns to raise the populations' awareness of the mission goals and activities **(desireable)**

4. MISSION SUPPORT

This module will focus on the activities of the Mission Support units dealing with supply, transport, travel/traffic, customs clearance and inventory issues and the provision of efficient logistics services while working in deadline-driven environment under often limited infrastructure conditions. Taking into consideration the specific requirements in post-conflict environments, it will further address suitable security and health care systems for mission staff.

Participants will be provided with tools to develop formats, procedures, guidelines and policies in support of the mission operation and activities of the respective units. The subjects will cover the co-ordination of budget proposals and reviews, the disbursement of funds and justification of requirements while ensuring adherence to financial rules of the EU. The module will further cover the close co-operation between a field mission and the EU Headquarters as well as other UN/ international organizations and non-governmental agencies operating in the mission area.

Subject Areas and Contents

Subject 1:   Logistics and Procurement

- Organisation of procurement and supply management, logistic control, maintenance and transport management as well as IT and Communication units **(essential)**
- Warehouse & Inventory Management **(essential)**
- Planning, co-ordination and control of the procurement process for goods and services according to the operational requirements in compliance with EU rules and regulations **(essential)**
- Drafting of legally binding contracts for purchase orders, leases or other procurement agreements **(essential)**
- Solicitation of bids or quotations **(essential)**
- Negotiation with vendors and contractors **(essential)**
- Supervision of purchases cases and responsibility of proper documentation for auditing purposes. **(essential)**

Subject 2:   Fleet Management and Vehicle Maintenance

- Management of the Mission vehicle fleet **(essential)**
- Organisation of temporary loan, transfer or replacement of vehicles **(essential)**
- Control of maintenance costs of vehicle fleet **(essential)**
- Ensurance of compliance with maintenance contracts and quality control of maintenance works **(essential)**
- Conduct of driving tests for mission members/Organisation of briefings/training on driving theory, traffic regulations and EU vehicle/ driving policy **(desireable)**
- Preparation of technical reports, log sheets etc. **(essential)**
- Organisation of transportation services as requested by the mission. **(essential)**

Subject 3:   Communications and Information Technology

- Installation, operation and maintenance of communications equipment including wired and wireless networks, satellite communications, private branch exchanges and international leased lines **(essential)**
- Frequency management and clearance of frequency use **(essential)**
- Emergency communications capabilities in support of staff security
- Maintenance of disaster recovery plans **(essential)**
- Provision of communications training for all Mission staff **(desireable)**

- Installation, operation and maintenance of IT hardware and software
- Set-up of networks both at HQ and field level **(essential)**
- Responsibility for provision of electronic communication services(email) **(essential)**

Subject 4:   Building Management

- Identification of suitable buildings and office space in post-conflict environments **(essential)**
- Establishment and maintenance of EU premises and mechanical systems installed in buildings **(essential)**
- Identification and supervision of suitable contractors **(essential)**
- Building Security and maintenance of infrastructure (power & water supply) **(essential)**

Subject 5: Security

- Establishment, implementation and enforcement of security procedures **(essential)**
- Risk assessment and regular security briefings **(essential)**
- Personal Security (including Guidelines for Women) **(essential)**
- Residential Security **(essential)**
- Office Security **(essential)**
- Travel and Driving (Road Safety) **(essential)**
- Relocation and Evacuation Plans **(essential)**
- Cash Transfers **(essential)**

Subject 6: Physical and Psychological Health Care

- Medical Support of Mission Staff **(essential)**
- Establishment of a Medical Support Unit **(essential)**
- First Aid Training **(desireable)**
- Stress Management & Counselling **(desireable)**